

OSA 4988-64

2 November 1964

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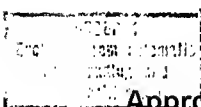
MEMORANDUM FOR: OSA Staff, Division and Branch Chiefs

SUBJECT: OSA External Relationships

1. I am becoming quite concerned over a situation that has developed and which requires our immediate individual and collective attention to prevent further deterioration. Specifically, I refer to the ever increasing demands for staff work being levied upon OSA by other elements of the Agency and particularly in DD/S&T and the O/DCI. I object most strenuously to requirements being assigned (for the most part verbally) directly to OSA components without initial reference to my office and thereafter responses being given or prepared without my knowledge. I can only envision a fatal dilution of our already overtaxed assets if this situation is allowed to continue.

2. In an effort to correct this trend, it is my intention to influence those outside OSA to conform to a more manageable approach in their relationships with OSA. I shall ask that wherever possible requirements be stated in correspondence addressed to me or Mr. Cunningham, and that we strive to reach "realistic" deadlines for completion of work.

3. On our own side, I shall expect supervisors to assist me in once again gaining effective control of our office components as they relate to external elements. In the future, employees who are tasked directly by someone outside OSA will acquaint their supervisor with the requirement. The supervisor, in turn, will inform the OSA Executive Officer of the nature of the task. The Executive Officer will continue to monitor the progression of such actions. All written responses will be routed thru my office before release. Verbal replies where appropriate will be coordinated beforehand with my Office. In those instances when a



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requirement for OSA staff action is received verbally, the recipient will record the pertinent information on the sample form attached and forward it to the Executive Officer.

4. Obviously, our senior personnel (those who most frequently are given such requirements) will have to exercise reasonable judgment in responding to external requests. My objective here is not to limit OSA's responsiveness but rather to insure proper internal communication and effective accurate representation by OSA.



//JACK C. LEDFORD  
Colonel USAF  
Assistant Director  
(Special Activities)

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Attachment - Sample Form

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